



# Revision to ASR and/or Exhibits/Attachments

Date: 11/29/11

To: Darlene J. Bloom, Clerk of the Board of Supervisors  
From: Jane Reyes, Senior Director, Sheriff-Coroner Department

ASR Control #(s): 11-001484 Agenda Item(s) # 19 for the 12/6/11 Board Meeting

Subject: Approve major reorganization; revised class specifications for Assistant Sheriff; and reallocation of four existing to executive management positions, effective 10/21/11 - All Districts (Continued from 10/25/11, Item 30 & 11/08/11, Item 20)

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## Explanation:

Please see attached revised Agenda Staff Report (ASR).

☒ Revised Recommended Action(s)

Please replace Recommended Action 3 and add Recommended Actions 4 and 5 as indicated on the attached ASR.

☒ Make modifications to the:

☐ Subject ☒ Background Information ☒ Summary

Please replace the Background Information and Summary as indicated on the attached ASR.

☒ Revised Exhibits/Attachments (attached)

Please replace Exhibits B and C with the attached Exhibits B and C. Please add attached Exhibits D, E and F.

Please replace the highlight/strike-through version of the Assistant Sheriff Class Specifications with the attached highlight/strike-through version.

☐ Additional Information and/or Correspondence (attached)



**Revised  
AGENDA STAFF REPORT**

**ASR Control**

**MEETING DATE:** 12/6/11  
**LEGAL ENTITY TAKING ACTION:** Board of Supervisors  
**BOARD OF SUPERVISORS DISTRICT(S):** All Districts  
**SUBMITTING AGENCY/DEPARTMENT:** Sheriff-Coroner (Approved)  
**DEPARTMENT CONTACT PERSON(S):** Assistant Sheriff Tim Board (714) 647-1801  
 Admin Mgr Buffy Reynoso (714) 834-5111

**SUBJECT:** Sheriff-Coroner Department Reorganization

<b>CEO CONCUR</b> Concur	<b>COUNTY COUNSEL REVIEW</b> N/A	<b>CLERK OF THE BOARD</b> Discussion 3 Votes Board Majority
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**Budgeted:** Yes      **Current Year Cost:** N/A      **Annual Cost:** N/A  
**Staffing Impact:** No      **# of Positions:**      **Sole Source:** N/A  
**Current Fiscal Year Revenue:** N/A  
**Funding Source:** N/A

**Prior Board Action:** N/A

**RECOMMENDED ACTION(S):**

1. Approve the Sheriff-Coroner Department major reorganization as presented in Exhibit B, Interim/Proposed Organizational Chart.
2. Approve revised Class Specifications for Assistant Sheriff.
3. Approve new Class Specifications for Commander.
4. Approve the reallocation of three Captain positions to Commander and one Lieutenant position to Executive Manager.
5. Approve reallocation of one Assistant Sheriff position to Executive Manager.

**SUMMARY:**

The Sheriff requests approval of the Sheriff-Coroner Department major reorganization, revision of the Class Specifications for Assistant Sheriff, approval of the new Class Specifications for Commander, and the reallocation of five existing positions needed to implement the proposed reorganization.

## **BACKGROUND INFORMATION:**

### **Background**

The delivery of law enforcement services is a complex, dynamic, and involves extremely high-risk activities. Ineffective leadership and a lack of accountability and oversight are not only costly to taxpayers, but have serious impacts on society. Adequate administrative oversight and supervision is essential in a public safety agency.

When Sheriff Hutchens took office in June 2008, one of her major objectives was to increase accountability and management oversight in the Department. Her objectives were to make clear to all employees her expectation of great performance, improve policies and procedures, ensure adequate training of those policies and procedures, and develop systems of accountability to quickly assess and address problems as they arise. One of the Sheriff's first actions involved creating an organizational structure to meet her objectives of improved oversight and accountability.

**Command Structure - Expanded:** In 2008, a new command structure was established that added a fifth command, Professional Services. The Professional Services Command was created by shifting existing positions and reallocating divisions from other commands in an effort to improve management of personnel related issues and to improve procedures, training and systems of accountability to identify operational efficiencies and reduce risk. (Please see Exhibit A, October 2008 Organizational Chart.) Establishment of the S.A.F.E. Program was another organizational change at this time, also using existing positions, to develop a management review and tracking process focused on critical risk management issues and operational efficiencies. These organizational changes were presented to the Board in the Sheriff's 120-Day Assessment of the Department in October 2008.

**\$28 Million Budget Reduction:** Primarily due to a decline in Proposition 172 Sales Tax revenue and overall funding shortfalls, the adopted FY 2009-10 Department budget required \$28 million of budget reductions. The Sheriff identified operational reductions that would have the least impact on public safety, including closing the Women's Jail, closing the North Compound at the James A. Musick Facility, closing portions of other jail facilities (without early releasing inmates, due to a declining inmate population), reducing overtime, laying off support personnel, reducing the number of authorized positions, creating a civilian classification of jail employees (Correctional Services Assistants), and initiating schedule changes in some areas of the Department. In addition, one Captain was replaced with an administrative management position in Support Services. However, these actions were not enough to meet the budget shortfall and reductions to frontline public safety services (reductions of investigators and deputies) were identified to be cut.

**Command Structure - Reduced:** In order to meet the entire \$28 million budget reduction, the Sheriff made the decision to cut management positions rather than further impact the core function of the Department - provision of direct public safety services. The result was that two Assistant Sheriffs and five Captains were laid off. (A third Assistant Sheriff was laid off in February 2010.) On July 23, 2009, the Sheriff-Coroner made a presentation to the Board of Supervisors to advise them of the management cuts that would be implemented, saving approximately \$2 million per year, in order to restore Investigator and Deputy positions that had been identified to be cut in the budget process. She advised the Board at that time that this could be accomplished as a short-term strategy to save costs for no longer than a two-year period (as it turned out, those positions remained vacant until October 2011 and saved about \$4.1 million).

The impact of those cuts was a reduction of the Command Staff by approximately 40%. Assistant Sheriffs were reduced from four to two, and Captains were reduced from 14 to nine in exchange for reinstating the Investigator and Deputy positions. The Field Operations and Investigative Services Commands were combined under one Assistant Sheriff, and the Custody Operations and Court Operations Commands were combined under the other Assistant Sheriff. Certain functions were then eliminated or combined with other functions. The number of divisions was temporarily reduced from 20 to 15 as a result of the reduced number of Captain positions. In addition, divisions within the Professional Services Command were temporarily reassigned to the Undersheriff, and, the Coroner, Crime Lab and Support Services were temporarily reassigned under the Sheriff.

These command staff cuts were made to save frontline law enforcement services and keep deputies and investigators on the street. The Sheriff's resulting Command staff consisted of one Undersheriff, two sworn Assistant Sheriffs and one non-sworn Executive Director, nine Captains and six non-sworn Division Commanders.

**Interim Promotions:** Collapsing the commands achieved the desired result of cost savings. However, the significantly expanded commands resulted in an increase in administrative responsibilities for the remaining two Assistant Sheriffs and Executive Director. In addition, the limits of management oversight at the division level had been stretched too thin as a result of the reduction from 20 divisions to 15, and could not be sustained. In February 2010, the Sheriff informed the Board members by letter that 15 Department personnel had stepped forward to take on additional responsibilities associated with interim promotions without additional pay and benefits, and with no guarantee that a permanent promotion would later occur. An additional interim appointment was made later, also without additional pay and benefits, by assigning a non-sworn administrative manager to a position previously filled by a Captain. This resulted in 16 total interim promotions.

These interim promotions were for Assistant Sheriff, Commander, Senior Director, Captain and Director, providing the Sheriff-Coroner Department with appropriate command oversight and accountability, while achieving \$4.1 million of savings that were realized from the Assistant Sheriffs and Captains that were laid off (the positions of the laid off employees remained vacant through October, 2011 to achieve the cost savings). The Commander and Senior Director positions were created to meet specific operational needs during the last two years as described below.

**Proposed Reorganization:** The interim promotions allowed the implementation of the current temporary organizational structure which creates a level of management [three Commanders (sworn) and one Senior Director (non-sworn)] that reports directly to the Assistant Sheriffs and Executive Director and supervises the Division Commanders (Captains and Directors). This temporary organizational structure was developed over the last two years and has been effective in improving management oversight of the Department. The Commanders and Senior Director positions are staffed with three Captains and one Administrative Manager III who were appointed on an interim basis (with no increase in pay), to those positions. This current temporary organizational structure is shown in Exhibit B and is requested to be approved by the Board.

The responsibilities of the Commander and Senior Director positions are detailed in the Classification Specifications and Reclassification Studies - Exhibits D, E, and F. These positions are recommended to be Executive Management positions because they function at the executive level. Their duties include planning, directing, coordinating and reviewing a major operation/command of the Sheriff-Coroner Department and assisting in the administration of the Department under the general direction of an Assistant Sheriff, Executive Director, Undersheriff, and Sheriff. These positions provide additional oversight to divisions and support to the Assistant Sheriffs and Executive Director for day-to-day

administrative review and approvals of personnel, purchasing and operational matters that require policy level decisions. The Commander and Senior Director positions provide efficiencies in support of continuity of services, increased communication between divisions, and backup coverage to the Assistant Sheriffs and Executive Director. Most importantly, over the last two years this structure has provided the appropriate level of management supervision to achieve the Sheriff's objective of increasing accountability and management oversight of the Department.

Also requested is the permanent reallocation of an Assistant Sheriff position (sworn Executive position) to Executive Manager (non-sworn Executive position). Following the retirement of an Assistant Sheriff in 2008, the vacant Assistant Sheriff position was temporarily reclassified to Executive Manager to oversee the Administrative Services Command. Permanently converting this position from a sworn position to non-sworn reduces costs and provides the executive management team more experience in financial and other administrative matters (See Exhibit F for Reclassification Study).

**Reorganization Savings/Costs:** This proposed reorganization can be implemented without adding positions. Three existing Captain positions can be reallocated to the new classification of Commander, one existing Lieutenant position can be reallocated to Executive Manager (for the Senior Director), and one existing Assistant Sheriff position can be reallocated to Executive Manager (for the Executive Director).

The cost increase of reallocating three Captain positions to Commanders and one Lieutenant position to Executive Manager is about \$108,000. This cost is offset by savings of about \$55,000 by reallocating one Assistant Sheriff position to Executive Manager. The net increase of about \$53,000 will be more than offset by keeping another position vacant (Executive Assistant).

**Department Implemented Minor Reorganizations:** Several minor reorganizations have been implemented to maximize organizational efficiencies, improve coordination and communication between divisions, and enhance accountability throughout the Department. Following is a description of the minor reorganizations that have occurred over the past three years within the Sheriff-Coroner Department.

**Homeland Security Division Established:** In August 2008, a new Homeland Security Division was established out of existing resources from the former Operations Support and Harbor Patrol Divisions to provide protection to all residents and guests of the County from all forms of terrorism, disasters, criminal activity, narcotics trafficking, and critical incidents. The new Division encompassed the Harbor Patrol, Emergency Management, OCTA Transit Police and Special Enforcement Bureaus, along with the OC Intelligence Assessment Center and Joint Terrorism Task Force.

**S.A.F.E. Division Established:** In 2008 the S.A.F.E. (Strategy, Accountability, Focus and Evaluation) program was established with existing positions assigned directly to the Undersheriff. The new program was established to provide an innovative approach to fighting crime by identifying crime trends, evaluating employee performance and conduct, and monitoring workers' compensation issues. In March 2009 the program was expanded to become the S.A.F.E. Division by shifting existing positions and their functions, mostly from the Professional Standards Division, including the previous S.A.F.E. program team, Risk Management and Crime Analysis. The mission of the S.A.F.E. Division is to review, enhance, and create department policies, improve safety through compliance with all mandates, reduce liability, decrease crime through statistical analysis and mapping, assist injured employees in their recovery and return to work and track employee performance. The 2010-11 Grand Jury Review of Orange County Detention Facilities supported the establishment of the S.A.F.E. Division as an early warning system designed to enhance Department operations, and recommended that the Department "Continue to assess

and present evidence-based data from the S.A.F.E. Division ... to enhance transparency, provide effective law enforcement and reduce civil litigation.”

**OC Crime Lab Renamed and Organizationally Reassigned:** The former Forensic Science Services Division was renamed OC Crime Lab and the laboratory oversight and reporting relationship changed from the Sheriff, exclusively, to the County Cooperating Department Heads (Sheriff, District Attorney and CEO). Due to this shift in oversight and reporting in September 2009, the OC Crime Lab was moved from the Investigative Services Command to report directly to the Sheriff. In November, 2011, the OC Crime Lab was moved to the Professional Services Command for daily oversight and support with the OC Crime Lab Director continuing to report to the Cooperating Department Heads.

**Conclusion:** The evolution of the organizational structure of the Sheriff-Coroner Department over the past three years has been successful in the overall operation of the Department, improved management processes and communication, and added management resources to meet the objective of increasing accountability and management oversight of the Department. It is now proposed that the current organizational structure and the interim Commander and Senior Director positions be permanently adopted.

### **Summary of Recommendations:**

The Sheriff-Coroner Department respectfully requests approval of the following recommendations:

1. Approve organizational restructuring per Exhibit B, Interim/Proposed Organizational Chart.
2. Approve modifications to the Assistant Sheriff Class Specifications (Exhibit C) to reflect changes to the organizational structure of the Department.
3. Approve new Commander Class Specifications (Exhibit D).
4. Approve reallocation of three existing Captain positions to Commander positions and one existing Lieutenant position to Executive Manager (for the Senior Director position).
5. Approve the permanent reallocation of an existing Assistant Sheriff position to Executive Manager. The Executive Director position has been in place as a temporary classification from an Assistant Sheriff position since March 2008. As required by new Board policy, it is now requested to be made permanent.

### **FINANCIAL IMPACT:**

All position costs related to the proposed reorganization have been included in the final FY 2011-12 budget for Budget Control 060, Sheriff-Coroner. The net cost increase for reallocating the five positions is \$53,000; however, since we will be keeping an Executive Assistant position vacant to offset these costs, no budget adjustment will be required.

### **STAFFING IMPACT:**

No new positions are requested.

**EXHIBIT(S):**

Exhibit A: October 2008 Organizational Chart

Exhibit B: Interim/Proposed Organizational Chart

Exhibit C: Revised Assistant Sheriff Class Specifications

Exhibit D: New Commander Class Specifications

Exhibit E: Commanders Reallocation Study

Exhibit F: Executive Managers Reallocation Study

Exhibit A  
Sheriff-Coroner Department  
October 2008

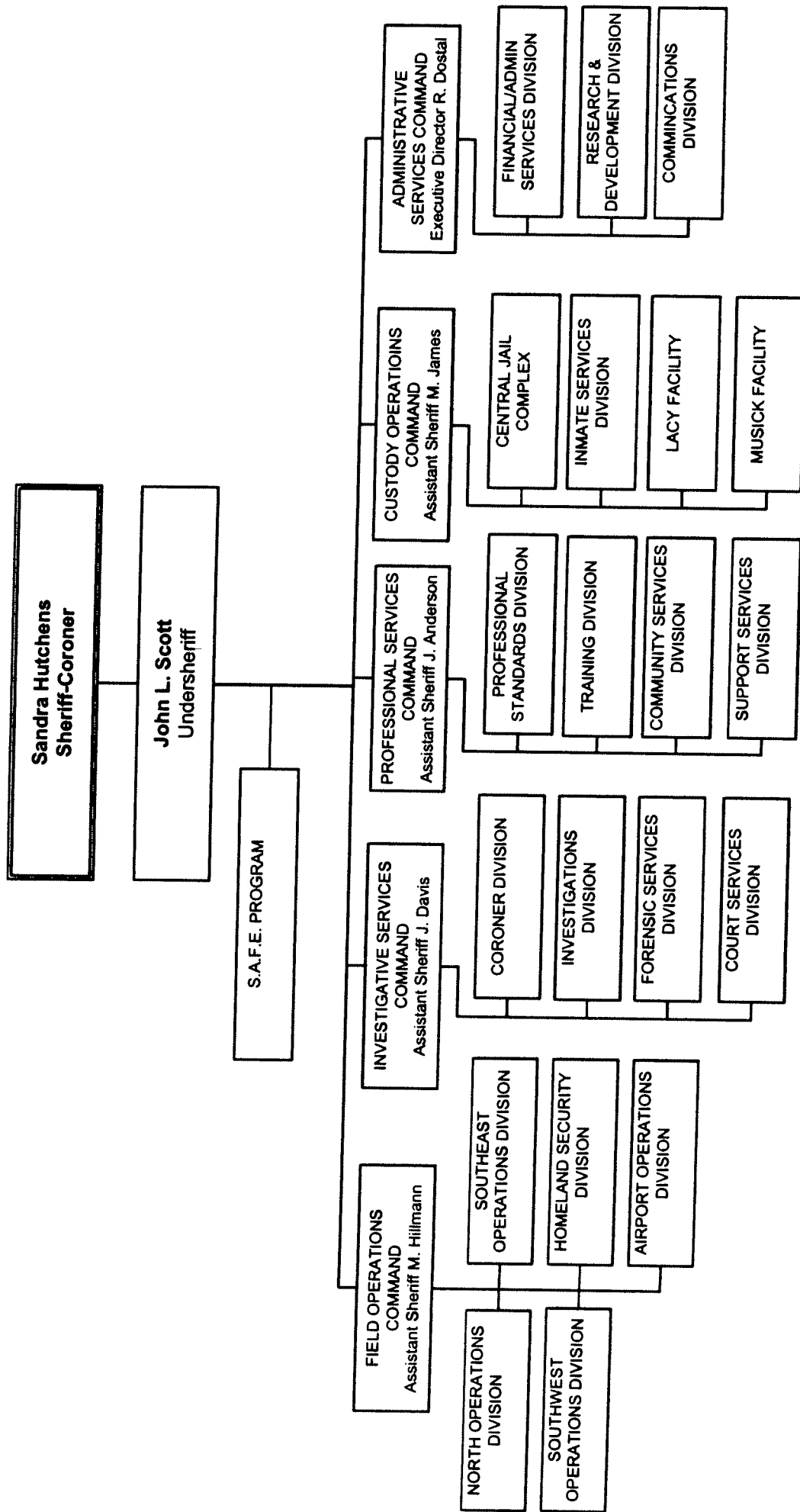
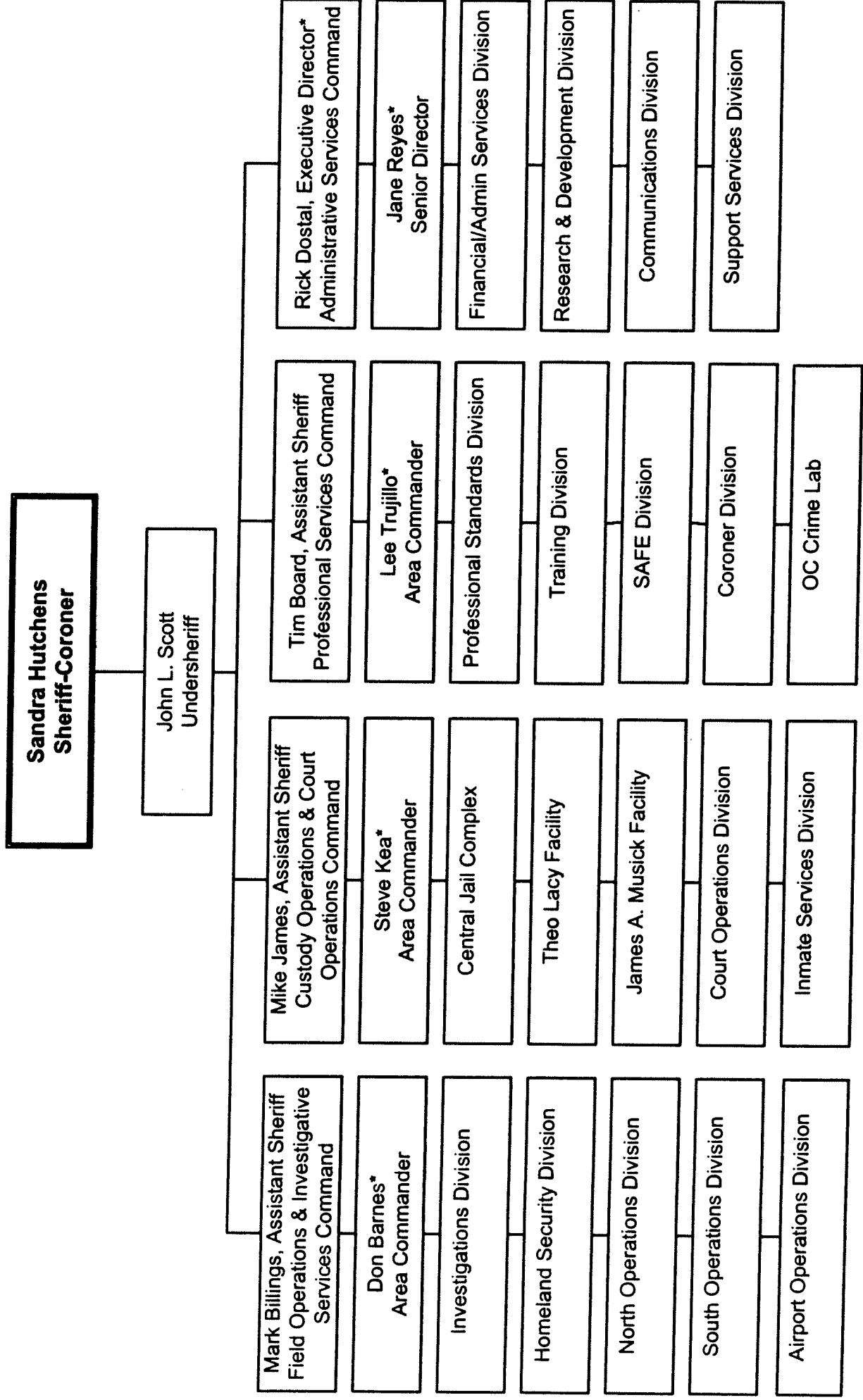




Exhibit B

# Orange County Sheriff-Coroner Department Interim/Proposed Organization Chart



Interim Positions are highlighted  
\*Reallocated Executive Management Position

## **Class Specifications**

County of Orange  
Class Code: 6146  
Revised: 12-06-11  
Previous Revision: 11-20-07  
Previous Revision: 1-4-99  
Previous Revision: 11-26-85

### **ASSISTANT SHERIFF**

#### **DEFINITION:**

Under general direction, to plan, direct, coordinate and review a major operation and its divisions and programs of the Sheriff-Coroner Department; to assist the Sheriff or the Undersheriff in the administration of the Department and to act in the absence of the Sheriff or the Undersheriff; and to do other work as required.

#### **CLASS CHARACTERISTICS:**

The positions in this class are responsible for directing a major operation/command and its divisions that may include: patrol and investigative operations; operations of court security and all jail facilities including rehabilitation programs and counseling services; and technical, administrative and professional support operations including Records, Crime Lab, Human Resources, and Training.

#### **EXAMPLES OF DUTIES:**

1. Assists the Sheriff or the Undersheriff by directing the operations of a major operation and its divisions; confers with the Sheriff in developing policies and procedures and implementing goals of the Department.
2. Interprets departmental policy to all levels of management; assigns duties and responsibilities; delineates lines of authority; and provides division commanders/directors with direction on coordination of services, policies and procedures, and budget and personnel issues.
3. Develops and plans new or revised programs for more effective law enforcement, crime prevention and inmate rehabilitation; and studies organizational structure and operational methods in order to recommend policies and procedures for maximum efficiency and effectiveness.
4. Observes the operations of assigned divisions of the Department in order to ascertain the efficiency of operations, the morale and discipline of employees and the condition of physical facilities and equipment; and conducts studies and reports on anticipated needs for new and expanded facilities and the more efficient utilization of existing facilities.

5. Evaluates public complaints pertaining to activities and individuals in the Sheriff-Coroner Department and directs the investigations and evaluation of complaints; and recommends major disciplinary actions to the Sheriff or the Undersheriff.
6. Directs the preparation of annual budget requests by division commanders/directors; reviews, evaluates and recommends on divisional budget requests; reviews budget performance reports; and reviews/approves requests for purchases of major items.
7. Coordinates the activities of the Department with other law enforcement agencies and other County agencies/departments; meets with other agencies to discuss matters related to program goals, priorities, costs and reimbursement; meets with representatives of County agencies/departments and other agencies to discuss matters pertaining to procedure, areas of responsibility and jurisdictions; and gives talks and interprets departmental policy to the public and interested agencies.
8. Acts for the Sheriff or the Undersheriff as directed.

## **MINIMUM QUALIFICATIONS:**

### **Special Requirement:**

Applicant must meet or be eligible to meet all requirements for peace officer status that are mandated by the California Government Code and Peace Officer Standards and Training (P.O.S.T.) regulations for lower classes in this series.

### **Thorough Knowledge of:**

Principles and practices of management necessary to plan, analyze, develop, direct and evaluate programs, administrative policies, organizational structures and law enforcement issues.

Principles and modern methods of law enforcement administration including organizational analysis, fiscal management, budgetary preparation and controls, program planning and implementation, and administration.

Federal, State and local laws, rules and procedures governing the activities of a law enforcement agency and related Criminal Justice members; and current trends in the field of law enforcement administration including recent court decisions and legislative developments.

Principles of employee supervision, personnel management (including training, disciplining of personnel) and modern information systems.

### **Ability to:**

Plan, organize, direct, coordinate and supervise a major comprehensive operation of the Sheriff-Coroner Department.

Coordinate departmental program objectives with the general goals of the total organization and its various operations.

Define problem areas; interpret complex regulations, laws and guidelines; direct the collection, interpretation and evaluation of data and development of sound solutions to technical and

administrative law enforcement problems; coordinate and initiate actions; and implement decisions and recommendations.

Prepare and present concise, logical oral and written reports; and explain policies, procedures or recommendations on a wide variety of law enforcement issues.

Establish and maintain effective working relationships with others, especially in sensitive relationships with representatives of other agencies or governmental units and citizen groups; and deal tactfully and persuasively with others in controversial situations.

Safely operate a police vehicle and/or other County/Department authorized means of transportation.

**Experience:**

Two years of divisional command experience in a civilian law enforcement agency at the rank of Captain or equivalent.

**License Required:**

Possession of a valid California Driver's License by date of appointment.

**ENVIRONMENTAL CONDITIONS:**

Work primarily takes place in an office environment and involves frequent exposure to computer screens. Work involves some travel within and outside of the county region. May come in contact with members of the public who become angry or impatient. May be required to respond to field call-outs in support of a 24/7 operational and/or emergency response unit under a variety of adverse conditions and in inclement weather.

Incumbents may be working inside a jail facility, Court Operations, or various other locations including those determined by emergency circumstances, and may have contact with inmates that may become violent or abusive. Incumbents may be required to drive/operate police vehicles under a variety of adverse conditions and in inclement weather; and may be required to work holidays and weekends.

**PHYSICAL REQUIREMENTS:**

Continuous: upward and downward flexion of the neck. Frequent: sitting, repetitive use of hands to operate computers, printers and copiers. Occasional: walking, standing, bending and twisting of the neck, bending and twisting of the waist, squatting, simple grasping, reaching above and below shoulder level; ability to operate office equipment and machinery requiring simple adjustments such as computer keyboard/typewriter, telephone, photocopier, calculator and fax machine; use a county approved means of transportation.

Ability to coordinate eyes, hands, feet and limbs in performing semi-skilled movements such as care for and operating firearms.

Ability to exert moderate physical effort in sedentary to light work, typical of office work and occasionally heavy physical effort involving some combination of climbing and balancing,

stooping, kneeling, crouching, crawling, lifting, carrying, pushing and pulling; ability to exert necessary physical force required to restrain or subdue individuals.

Ability to speak and hear well enough to communicate clearly in person, over the telephone, and while addressing large groups of people, and vision must be sufficient to read standard text, and a computer screen.

## **Class Specifications**

County of Orange  
Class Code:  
Draft Revised: 12-06-11

### **COMMANDER**

#### **DEFINITION:**

The Commander is part of the executive management team and works directly with the Sheriff, Undersheriff and Assistant Sheriff; directs, coordinates and guides a major operation and its divisions and programs of the Sheriff-Coroner Department; acts in the absence of an Assistant Sheriff; may act on behalf of the Sheriff and Undersheriff; and performs other work as required.

#### **DISTINGUISHING CHARACTERISTICS:**

A Commander is assigned direct responsibility to formulate and implement policy direction for law enforcement operations, highly specialized programs, and personnel management. Incumbents in this class work directly with an Assistant Sheriff, but also take direction from the Undersheriff and Sheriff. Appointments to this classification are made by the Sheriff and the incumbents in this classification will serve at the pleasure of the Sheriff.

#### **CLASS CHARACTERISTICS:**

Commanders provide overall administration and strategic oversight of activities of multiple divisions and make independent high-level decisions. Incumbents operate within the general policies and strategic goals established for the Department and formulate the operating policies and direction for their assigned divisions with the concurrence from their superiors. Incumbents contribute to the development of department-wide policies on all matters concerning organizational management, financial resources, and operations of the Department and may be required to present new programs and policy matters to the CEO, Board of Supervisors, local, State, and Federal organizations related to law enforcement or other department wide matters. Incumbents must be able to work in the field directing and coordinating major incidents and be familiar with mutual aid, crisis management, etc.

Commanders have substantial responsibility for risk management and holding subordinates accountable for their performance; for representing the Sheriff at various high-level functions where critical decisions are required; for providing a high-level link between other commands and other agencies; for strategic planning with departmental and county resources; for auditing policies and procedures, training, equipment and overall performance of line staff; and for reviewing critical incidents and assisting in the development of Department policies, standards and long-range direction.

## **EXAMPLES OF DUTIES:**

Depending on the area of assignment, duties may include, but are not limited to, the following essential functions:

1. Performs at the level of an executive manager working with the Assistant Sheriff and other high-level executives; and assists in planning, organizing, and directing the work of subordinate divisions. Acts for and assumes the responsibility of the Assistant Sheriff in his/her absence. They may represent the Department before the commissions, boards, committees and representatives from Federal, State and local agencies, organizations, community groups, civic and industry leaders, or media.
2. Commanders are responsible for providing executive direction to multiple divisions, with highly specialized functions, each of which may involve major law enforcement and high-risk operations. As part of Executive Command, confers with and coordinates the activities of Captains and Division Directors on programs, organizational matters and major changes to ensure departmental functions are meeting the overall needs and goals of the Department. Evaluates law enforcement trends that affect operations. Considers and searches out opportunities to enhance services and methodologies to improve safety and efficiencies.
3. Plans, delegates, directs and oversees the work of subordinate Captains, Division Directors and other management personnel (both sworn and non-sworn) within their Area Command; provides guidance and direction in the development and implementation of the operating policies and procedures; may direct the coordination of operations of his/her divisions with responsible officials in other divisions of the Sheriff-Coroner Department, with other County agencies/departments and with other law enforcement agencies.
4. Through subordinate personnel, coordinates or directs the training of personnel within assigned divisions, and/or department-wide, and evaluates effectiveness of training provided; institutes disciplinary actions; evaluates personnel and equipment requirements; reviews and prioritizes annual budgets and augmentation requests; and participates in the five-year budget forecasting for the operation of assigned divisions; coordinates and/or directs the maintenance of assigned facilities and equipment; speaks to public groups, attends conferences and meetings and directs correspondence or reports pertaining to the activities of assigned divisions or the Department in general; prepares and reviews reports; and directs the maintenance of necessary records.
5. Acts as the Skelly Officer; represents the Sheriff in Skelly Hearings for the Department; and makes final disciplinary decisions.
6. Supervises and evaluates the work of subordinate Captains, Division Directors and other management personnel (both sworn and non-sworn), to ensure proper application of management techniques, departmental policies, and ethical and legal considerations.

7. Manages financial responsibilities of an Area Command, including multiple divisions or major programs. Is responsible for identification and problem solving for emerging law enforcement and financial challenges, allocation of division resources to meet objectives and overall managing within resource limitations of the Command with consideration of Department wide resources as part of the solution.
8. Provides responsive, high quality service to County employees, representatives of outside agencies and members of the public by providing accurate, complete and up-to-date information, in a courteous, efficient and timely manner.
9. Provides leadership for an Area Command composed of multiple divisions and specialized professional functions; develops and implements effective succession planning to promote growth in the Department; maintains the necessary situational awareness to anticipate organizational needs and work with subordinates to develop programs which improve our delivery of services; and is responsible for the planning and development of Department wide programs and initiatives to mitigate organizational risk and improve the working conditions of our employees.

#### **MINIMUM QUALIFICATIONS:**

##### **Special Requirement:**

Applicant must meet all requirements for peace officer status that are mandated by the California Government Code and Peace Officer Standards and Training (P.O.S.T.) regulations for lower classes in this series.

##### **Experience:**

One (1) year of divisional command experience with the Orange County Sheriff-Coroner Department at the rank of Captain or at an equivalent rank in another law enforcement agency.

##### **General Knowledge of:**

Principles and methods of modern law enforcement and police planning, both in general and specifically related to the work of a major operation and its divisions of the Sheriff-Coroner Department.

Principles of public administration, including budgeting and the selection, training and disciplining of personnel.

Criminal law including the law of arrest, rules of evidence and courtroom procedure, search and seizure, and laws governing jail procedures and facilities (State of CA, Title 15, California Code of Regulations).

##### **Thorough Knowledge of:**



Rules, regulations, policies, procedures, and standards of the Orange County Sheriff-Coroner Department. Principles, practices and procedures of modern law enforcement administration including: Human Resources Management (including labor relations), budget and fiscal management (including budget analysis, effective utilization of fiscal resources, and contract administration), and principles of management and organizational analysis.

Local, State and Federal laws; the Criminal Justice system and local law enforcement agencies within Orange County (including task force agreements, partnerships, contracts and Memorandums of Understanding with outside agencies).

Current technology and trends within the profession/industry, including recent court decisions and legislative developments.

Mutual aid and crisis management.

**Ability to:**

Plan, coordinate, direct, and supervise the work of a major operation and its divisions of the Sheriff-Coroner Department; devise methods, procedures and regulations and evaluate their effectiveness; analyze and interpret crime statistics and reports; speak effectively before a large group.

Establish and maintain effective working relationships with members of the Sheriff-Coroner Department, other agencies, County management and the public; develop and maintain effective communication with subordinates and superiors; and establish and maintain effective relationships with others.

Communicate effectively in writing, in a clear, concise, and understandable manner when preparing memorandums, letters, electronic mail messages, and comprehensive reports and recommendations.

Exercise appropriate judgment in answering questions and releasing information.

Analyze and project consequences of decisions and/or recommendations.

**License Required:**

Possession of a valid California Driver's License required by date of appointment.

**ENVIRONMENTAL CONDITIONS:**

Work primarily takes place in an office environment and involves frequent exposure to computer screens. Work involves occasional travel within and outside of the county region. May come in

contact with members of the public who become angry or impatient. May be required to respond to field call-outs in support of a 24/7 operational and/or emergency response unit.

### **PHYSICAL REQUIREMENTS:**

Continuous: upward and downward flexion of the neck. Frequent: sitting, repetitive use of hands to operate computers, printers and copiers. Occasional: walking, standing, bending and twisting of the neck, bending and twisting of the waist, squatting, simple grasping, reaching above and below shoulder level. Must have the ability to operate office equipment and machinery requiring simple adjustments such as computer keyboards/typewriters, telephones, photocopiers, calculators and fax machines.

Ability to coordinate eyes, hands, feet and limbs in performing semi-skilled movements such as operating firearms.

Ability to exert moderate physical effort in sedentary to light work, typical of office work and occasionally heavy physical effort involving some combination of climbing, and balancing, stooping, kneeling, crouching, crawling, lifting, carrying, pushing and pulling.

Ability to exert necessary physical force required to restrain or subdue individuals

Ability to speak and hear well enough to communicate clearly in person, over the telephone, and while addressing large groups of people.

RHS/kr





**ORANGE COUNTY SHERIFF-CORONER DEPARTMENT**  
**Santa Ana, California**

**TO:** Bob Leys, Assistant Human Resources Director  
**FROM:** Buffy Reynoso, Human Resources Manager  
**DATE:** November 28, 2011  
**RE:** Reallocation Study - Captain to Commander; Steven Kea (R64002), Donald Barnes (R86530) and Librado Trujillo (R61015)

**Background:**

The Orange County Sheriff-Coroner Department is a large, multi-faceted law enforcement agency staffed by approximately 3,600 sworn and professional staff members and over 800 reserve personnel. The Department consists of four organizational Commands composed of nineteen separate Divisions. The Administrative Services Command includes Communications, Financial/Administrative Services, Research & Development, and Support Services; the Custody Operations and Court Services Command include the three Jail Facilities, Inmate Services, and Court Operations; the Field Operations Command includes Airport Operations, Homeland Security, North and South Patrol Operations, and Investigations; and the Professional Services Command includes Coroner Services, Professional Standards, S.A.F.E., OC Crime Lab, and Training. Over the last three years, the Sheriff-Coroner Department has undergone several reorganizations to improve management oversight of the Department, improve accountability, and to absorb budget reductions.

Currently, the Department is organized on a temporary basis with a new level of management oversight added between the Assistant Sheriff/Executive Director level and the Division Commander level (Captain/Director). The new level includes three Captains who have been given the interim working title of Commander. The Sheriff is preparing an ASR for the Board meeting of December 6, 2011 to request formal approval of the current temporary organizational structure and to approve the proposed Class Specifications for the position of Commander.

The purpose of this study is to determine if the job duties currently being performed by Captains Kea, Barnes, and Trujillo are consistent with those of the new Commander position (if approved by the Board) and if so to request Board approval to reallocate the positions occupied by those three Captains to Commander.

**Commander Class Specifications:**

The proposed Class Specifications for the Commander position describes a position reporting to an Assistant Sheriff, directly supervising Division Commanders, making policy decisions, acting on behalf of the Assistant Sheriff (and at times the Sheriff and Undersheriff), and being an integral part of the Sheriff's executive management team. The description of duties includes the following:

**Example of Duties Performed:**

The Commander supports their respective Assistant Sheriff in carrying out said duties:

- Acts on behalf of the Sheriff, Undersheriff and Assistant Sheriffs as directed.

- Contributes to the development of the department-wide policies on all matters concerning organizational management, financial resources, and operations of the department.
- May be required to present new programs and policy matters to the CEO, Board of Supervisors, local, State and Federal organizations related to law enforcement or other department wide matters.
- Coordinates the activities of the Department with other law enforcement agencies and other County agencies/departments; may meet with other agencies to discuss matters related to program goals, priorities, costs and reimbursement; meets with representatives of County agencies/departments and other agencies to discuss matters pertaining to procedure and areas of responsibility and jurisdictions; and may speak to the public and interested agencies and interpret departmental policy.
- Develops and plans new or revised programs for more effective law enforcement, crime prevention and inmate rehabilitation; studies organizational structure and operational methods in order to recommend policies and procedures for maximum efficiency and effectiveness.
- Responsible for formulating and implementing policy direction for law enforcement operations, highly specialized programs and personnel management.
- Directs the preparation of annual budget requests by Division Commanders; reviews budget performance reports, reviews/approves purchases of major items, and evaluates and recommends divisional budget requests.
- Evaluates public complaints pertaining to activities and individuals in the Sheriff-Coroner Department, directs the investigations and evaluation of complaints; recommends major disciplinary actions to the Sheriff or the Undersheriff.
- Interprets departmental policy, assigns duties and responsibilities, and delineates lines of authority.
- Provides Division Commanders with direction on coordination of services, policies and procedures, budget and personnel matters.
- Provides overall administration and strategic oversight of activities of multiple divisions and makes independent high-level decisions as required or based on discussion with other Executive Command staff.
- Responsible for: providing a high-level link between other commands and other agencies; strategic planning with departmental and county resources; auditing policies and procedures, training, equipment and overall performance of line staff; reviewing critical incidents and assisting in the development of department policies, standards and long-range direction.
- Responsible for risk management and holding subordinates accountable for their performance.
- Represents the Sheriff or Undersheriff at various high-level meetings/incidents where critical decisions are required.

**Findings:**

All three Captains are currently performing all of the duties of the proposed Commander position. These positions function at the Executive Management level and the proposed Commander position is proposed to be an Executive Management position. Since new Board policy requires all new Executive Management positions be approved by the Board, Board approval is required to reallocate these positions to Commander.

**Recommendation:**

Find that the current job duties of Captains Kea, Barnes, and Trujillo are consistent with the proposed Class Specifications of the new Commander position and request Board approval to reallocate those three Captain positions to Commander.



**ORANGE COUNTY SHERIFF'S DEPARTMENT**  
**Santa Ana, California**



**TO:** Bob Leys, Assistant Human Resources Director  
**FROM:** Buffy Reynoso, Human Resources Manager  
**DATE:** November 28, 2011  
**RE:** Reallocation Study - Assistant Sheriff & Lieutenant to Executive Manager Rick Dostal, Executive Director (R88510); Vacant, Senior Director (R60005)

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**Background:**

The Orange County Sheriff-Coroner Department is a large, multi-faceted law enforcement agency staffed by approximately 3,600 sworn and professional staff members and over 800 reserve personnel. The Department consists of four organizational Commands composed of nineteen separate Divisions. The Administrative Services Command includes Communications, Financial/Administrative Services, Research & Development, and Support Services; the Custody Operations and Court Services Command include the three Jail Facilities, Inmate Services, and Court Operations; the Field Operations Command includes Airport Operations, Homeland Security, North and South Patrol Operations, and Investigations; and the Professional Services Command includes Coroner Services, Professional Standards, S.A.F.E., OC Crime Lab, and Training. Over the last three years, the Sheriff-Coroner Department has undergone several reorganizations to improve management oversight of the Department, improve accountability, and to absorb budget reductions.

This study analyzes the reallocation of two positions to Executive Manager:

- 1) One is to permanently reallocate an Assistant Sheriff position (a sworn executive position) to Executive Manager (non-sworn executive position) for the Executive Director position in charge of the Administrative Services Command. The Assistant Sheriff position was temporarily reallocated to Executive Manager in 2008 and has been filled by an Executive Manager since that time. The Executive Director functions at the same level as the remaining three Assistant Sheriff positions. Utilizing a non-sworn employee in that role creates budget savings and provides the Sheriff's Executive Management team with more experience in financial and administrative matters.
- 2) The second is to reallocate a Lieutenant position to Executive Manager for the Senior Director position in the Administrative Services Command. Within the proposed reorganization, the role of Senior Director is comparable to that of Commander, with the difference being the Senior Director is a non-sworn position within the Administrative Services Command. The Senior Director supervises the four Division Commanders within the Administrative Services Command and reports to the Executive Director. The Senior Director is responsible for making policy decisions on behalf of the Executive Director, Undersheriff, and Sheriff.

**Findings:**

Both positions are accountable for planning, organizing, controlling, directing and evaluating the work of the Administrative Services Command of the Sheriff-Coroner Department. These civilian positions differ from those of sworn Executive positions, as they are responsible for overseeing divisions with Administrative, Technological, Financial, and Support responsibilities.



However, the distinguishing characteristic between that of the Executive Director and Senior Director is the Executive Director (equivalent to sworn Assistant Sheriff) carries the ultimate responsibility for operational and strategic oversight of their command with the Senior Director (equivalent to sworn Commander) reporting to and assisting the Executive Director. The Senior Director is responsible for the daily operational and strategic oversight of the Divisions within the Command, ensuring the Divisions' efforts are coordinated, ensuring effective communication between Divisions, ensuring effective communication from Executive Command to the Divisions, and the Senior Director stands in for the Executive Director in his absence.

Each of the below divisions are headed by its respective Division Director (Administrative Manager III) who reports to the Senior Director, and ultimately to the Executive Director.

**Communication & Technology Division:**

This Division manages the operation and technological change of the 800 MHz Countywide Coordinated Communications System (CCCS) for all local public safety agencies (law enforcement, fire, paramedic, and lifeguard) and for general government on a 24-hour basis. Other services include design, installation, maintenance and programming of communications and electronic equipment (microwave equipment; 9-1-1 dispatch equipment; mobile and portable radios; surveillance, alarm, sound, video, and control systems), engineering and frequency management.

The Division consists of 86 personnel organized in six areas that specialize in specific technical applications, including the Radio Service Unit, Sound/Video and Security Systems Unit, Engineering Section, Radio and Microwave Unit and 800 MHz Section.

**Financial/Administrative Services Division:**

This Division provides operational, administrative and business services through management of specialized functions. The Division develops and monitors the Department's Five Year Strategic Plan and 21 budgets at an estimated \$675 million; prepares and administers law enforcement contracts; operates jail cashing; directs financial operations; provides purchasing and real estate services; processes payroll for over 3,600 employees; orders and maintains supplies for the Department; and conducts multiple audits within the Department.

**Research & Development (R&D) Division:**

The R&D Division is responsible for management of Department facilities, legislative issues, vehicle fleet and grant coordination. R&D manages and oversees Department capital projects and maintenance of critical public safety facilities, such as three jails, Loma Ridge communications facility, remote communications equipment sites, coroner facility, and crime lab. R&D assists and supports other divisions with grants, research projects, asset procurement and special projects in support of Department operations. Division representatives work with various city, County, State, and Federal agencies to support the mission of the Sheriff-Coroner Department. The R&D Division is composed of 106 full-time personnel with an annual operating budget of \$22.2 million.

**Support Services Division:**

The Support Services Division consists of several service areas, which include Records and Information Services, Information Systems, and Property and Evidence. This division deploys data services through a closed law-enforcement-only wide area data network. This network connection is protected by security firewalls from other county agencies, other law enforcement agencies and the public. In addition, Support Services maintains and supports the mainframe computer which supports all law enforcement agencies within Orange County.

**Examples of Duties Performed:**

The Executive Director and Senior Director both have the responsibility for the duties listed below:

- Assists the Sheriff or the Undersheriff by directing the operations of a major operation (Administrative Services Command) and its divisions; confers with the Sheriff in developing policies and procedures and implementing goals of the Department.
- Interprets departmental policy to Division Commanders/Directors; provides direction, assigns duties and responsibilities, and delineates lines of authority within the Administrative Services Command; and provides Division Commanders/Directors with direction on coordination of services, policies and procedures and budget and personnel problems.
- Develops and plans new or revised programs for more effective law enforcement support functions; and studies organizational structure and operational methods in order to recommend policies and procedures for maximum efficiency and effectiveness.
- Observes the operations of assigned divisions of the Department in order to: ascertain the efficiency of operations; gauge the morale and cohesiveness of employees and work units; authorize disciplinary action of employees; evaluate the condition of physical facilities and equipment; and conduct studies and reports on anticipated needs for new and expanded facilities and ensures the most efficient utilization of existing facilities.
- Evaluates public complaints pertaining to activities and individuals in the Administrative Services Command; directs the investigations and evaluation of complaints; and recommends major disciplinary actions to the Sheriff or the Undersheriff.
- Directs the preparation of annual budget requests by Division Commanders/Directors; reviews, evaluates and recommends on divisional budget requests; reviews budget performance reports; reviews/approves requests for purchases of major items; and provides department-wide budget recommendations to the Sheriff and Undersheriff for implementation.
- Coordinates the activities of the Department with other law enforcement agencies and other County agencies/departments; may meet with other agencies to discuss matters related to program goals, priorities and costs and reimbursement; meets with representatives of County agencies/departments and other agencies to discuss matters pertaining to procedure and areas of responsibility and jurisdictions; may give talks and interprets departmental policy to the public and interested agencies.

In looking at potential classifications that support Department needs for the Executive Director and Senior Director positions, it was determined the existing class of Executive Manager with the working titles mentioned is a best fit. The broad range of the Executive Manager salary schedule (MLE) provides ample room for both levels of Managers to exist while maintaining an appropriate pay differential. This concept is similar in nature to what is currently practiced throughout the County within the Administrative Manager and Executive Management classifications.

**Recommendation:**

Due to the high-level of skills/knowledge required to perform these duties, the high consequence of error, the extensive managerial oversight required of the positions (including the responsibility for supervising Administrative Manager III's), and the necessity to solve complex administrative, financial and budgetary issues, it is recommended these positions be reallocated to Executive Manager (8010E3).

